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Editorial

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Editorial

Dear readers,

This issue highlights several different ways in which foundations can reduce the tendency of nonprofits to go it alone.

Carcedo, Pugil, Sim, and Sinclair describe the contributions of a capacity effort to support community-based health clinics' efforts to advance health. The U.S. health system's "sick care" model spends \$4.3 trillion annually to treat its people once they become ill, yet it has done little to meaningfully advance their health and well-being. These authors share the results of an initiative to build the capacity of community-based clinics to address the conditions that would enhance the health of its residents. The initiative not only created community-level impact, but also influenced state and national funding policy to generate sustainable funding options.

Theories of change have been developed for individual programs and for foundations. **Patton** and **Richardson** extend that approach by proposing a theory of philanthropic alliance, which explains and hypothesizes how several foundations working together can have greater collective impact than they could working separately. The framework elements may be relevant to any collective effort by multiple foundations, grantees, communities, organizations, networks, or other collaborative entities.

Dahler-Larsen describes how an evaluation policy was developed at a Danish grantmaker committed to supporting innovative methods in human services. Having an explicit evaluation policy may help shape how a foundation partners with its stakeholders.

A long-time philanthropy professional who spent much of his career in rural philanthropy, **Stauber** reflects on a developmental approach called place-based funding being practiced in the Appalachian Investment Ecosystem Initiative. Designed to accelerate investments in rural communities, this joint venture identified gaps that were preventing successful business development in economically distressed communities. In this article, the author reflects on how national and nonresident funders can be more supportive.

Plachta Elliott, Szurpicki, Odeneal, and Fenkell discuss a framework and recommendations for how grantmakers can extend their impact by engaging capacity builders to facilitate cross-organizational collaboration and learning as they start a portfolio aimed at moving community-level outcomes.

We hope these articles help practitioners identify ways they can partner with each other as funders and community organizations to increase impact.



A handwritten signature in black ink, which appears to read "Teresa Behrens". The signature is fluid and cursive, written on a light-colored rectangular background.

Teresa R. Behrens, Ph.D.
Editor in Chief